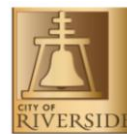


City of Riverside



*City of Arts & Innovation*

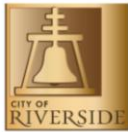
February 28 | **2012**

# Economic Development Action Plan

Helping Businesses Create Jobs.

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# Economic Development Action Plan

Helping businesses create jobs.

## Introduction

On December 13, 2011 Riverside's City Manager committed to providing the City Council with a new, forward-thinking, collaborative strategy to position Riverside as a leader in this era that has been commonly referred to as our "new economy". Building on the community vision established with [Seizing Our Destiny](#), the plan needs to help the City fuel intelligent growth, be a catalyst for innovation, continue to be a location of choice, and become an increasingly unified city that leverages its people, partnerships and spirit. Simply put, **the goal of economic development is to help businesses create jobs for our community** and every City employee will have a role to play.



To assist with the development of the strategy, the City Manager gathered several key members from various City Departments together for a two-day retreat in early February. The balanced approach of having both "regulators" and "marketers" at the table not only demonstrated our strong economic development-minded leadership, but was critical in developing recommended actions that will be effective, supported, feasible and most importantly, successful.

It is important to note that the proposed strategy includes only the *City*-led activities and related goals, but there are many other efforts championed or sponsored by local organizations and/or partnerships (some of which include City staff or departments, such as the Greater Riverside Chambers of Commerce or the Small Business Development Center) that also help move Riverside forward. ***The necessity and the synergy of these aligned initiatives are critical and we should continue to support and promote our strategic partners as much as possible.***



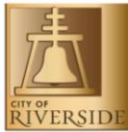
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# Economic Development Action Plan

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## Table of Contents

<b>INTRODUCTION</b>	<b>1</b>
<b>TABLE OF CONTENTS</b>	<b>2</b>
<b>ECONOMIC SNAPSHOT</b>	<b>3</b>
<b>ECONOMIC DEVELOPMENT ORGANIZATIONAL CHART</b>	<b>5</b>
<b>ACTION PLAN OVERVIEW</b>	<b>6</b>
<b>INTELLIGENT GROWTH</b>	<b>7</b>
<b>CATALYST FOR INNOVATION</b>	<b>8</b>
<b>LOCATION OF CHOICE</b>	<b>9</b>
<b>UNIFIED CITY</b>	<b>10</b>
<b>LOOKING AHEAD</b>	<b>11</b>
<b>STRATEGIC PARTNERS</b>	<b>12</b>



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# Economic Development Action Plan

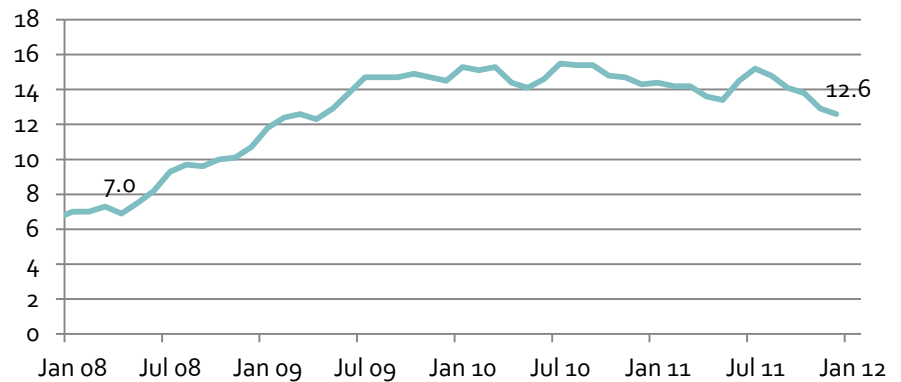
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## Economic Snapshot

2010 Census Population: 303,000  
 Ranking in state by population: 12th  
 Population Growth, 2000 – 2010: 19%  
 Median Income: \$53,456  
 Average Income: \$66,923  
 Total Jobs (Q1 2011): 146,240  
 Total Employers (Q1 2011): 9,777  
 K-12 Students: 62,000  
 College Students: 60,000  
 High School diploma or higher: 77%  
 Bachelor's degree or higher: 22%

*Educational Institutions:* 2 public school districts, 1 charter school, 30 private K-12 schools, 1 California School for the Deaf, 1 Sherman Indian High School, 1 community college, 1 land-grant public research university, 2 private universities, variety of vocational and trade schools

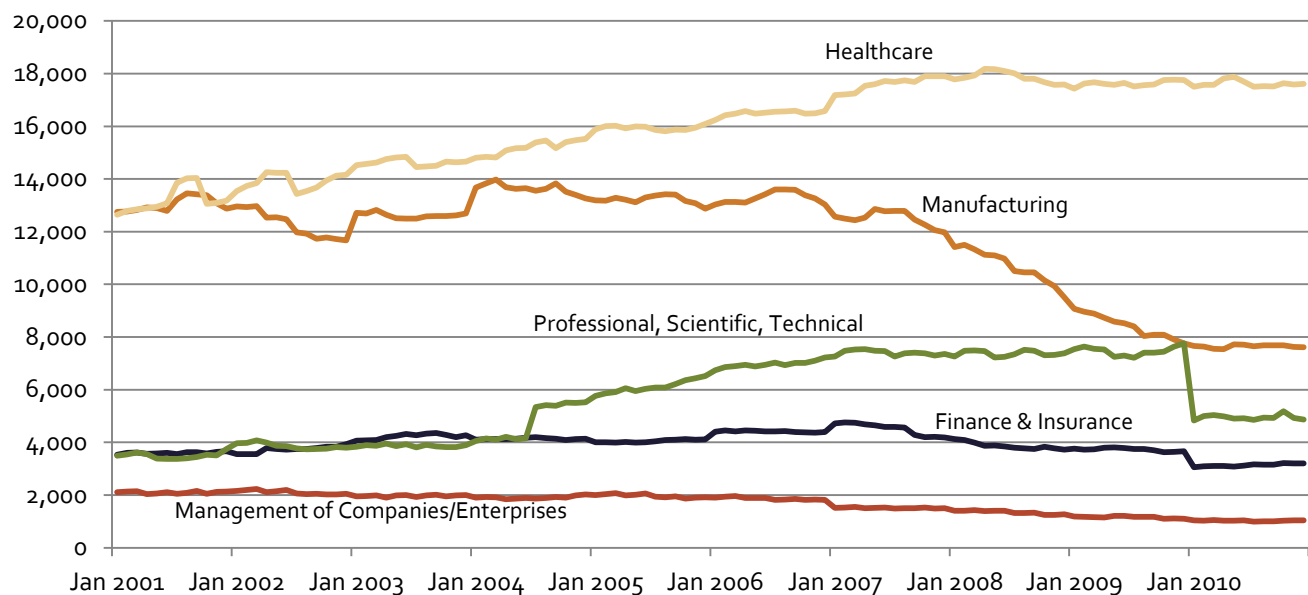
City of Riverside  
Unemployment Rate Historical Trend



## Employment Snapshot: Dec 2011

- Total Labor Force: 161,600
- Unemployment: 20,300
- Unemployment Rate: 12.6%

## Job Growth by Desired Industry





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# Economic Development Action Plan

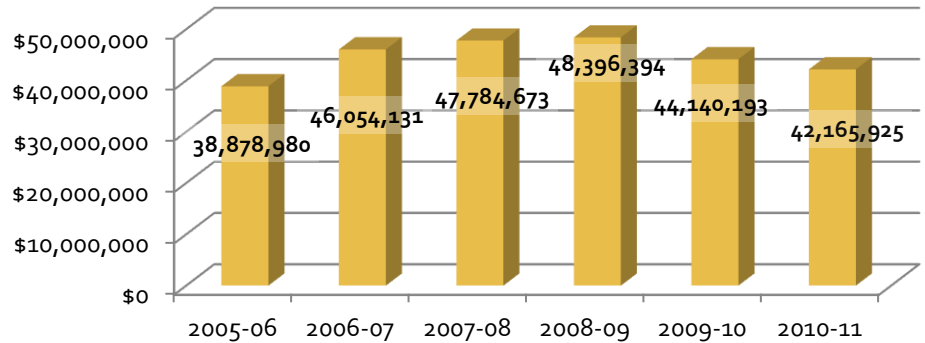
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## 25 Top Private Employers

(In a single location)

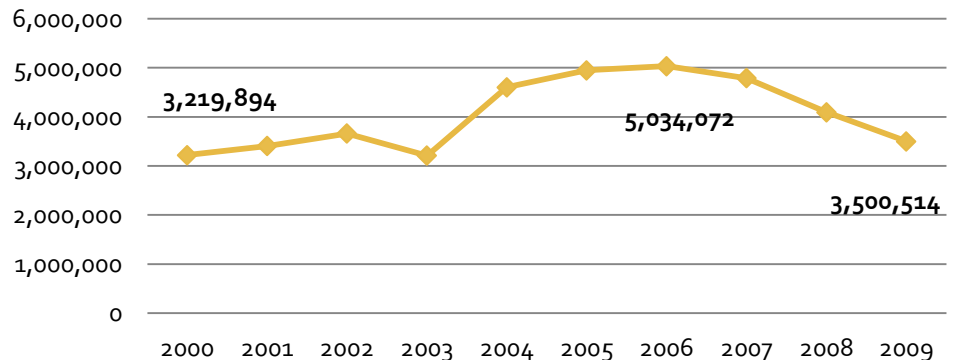
Kaiser Permanente	4,000
Riverside Community Hospital	2,200
Parkview Community Hospital	1,350
Goodrich Aerostructures	650
Fresh & Easy	600
Riverside Medical Clinic	600
K&N Engineering	600
AMA Plastics	420
Pepsi Bottling Group	400
Nordstrom	360
Home Depot	260
220 Laboratories	220
American Medical Response	250
Caddock Electronics Inc	250
Stronghold Engineering	220
Quad/Graphics	200
Bourns Inc	200
ER Carpenter	200
Big 5 Sporting Goods Distr. Ctr.	200
Blue Banner Co.	200
Fritts Ford	200
Johnson Machinery	200
MBM Corp	200
Complete CoachWorks	200
Target	200

## Property Tax Revenue



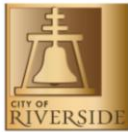
## Taxable Sales

(Taxable Transactions in Thousands of Dollars)



## Commercial Space in Riverside, Jan 2012 (Includes Retail, Industrial & Office)

- Total Existing Space: 75,270,468 SF
- Total Available for Lease: 7,887,183 SF
- Aggregate Vacancy Rate: 9.5%



City of Arts & Innovation

# Economic Development Action Plan

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## Economic Development Organizational Chart

In this strategy, ALL City of Riverside employees will play a part to help further the economic development goals of our community. Whether it be modifying the business license process to provide more information or resource connections at the time a company contacts city hall, or the inclusion of business resources or contacts in neighborhood outreach programs – every staff member will be educated on the impact that they can have in helping our businesses, workforce and entrepreneurs be more informed and proactive. To strengthen this effort, a core team – an Economic Development Cabinet – has been established by the City Manager to insure this continues to be communicated and implemented at every level and across all departments.





City of Arts & Innovation

# Economic Development Action Plan

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## Action Plan Overview

In December 2009, the City Council adopted "Seizing Our Destiny" as the guiding document for planning the City's economic development and quality of life initiatives. Developed through the engagement of civic leaders and City officials, Seizing Our Destiny has one fundamental common goal – a better community for us all. To achieve this Seizing Our Destiny builds on Riverside's unique and extraordinary assets to create a community in which highly skilled employees want to live and quality companies want to stay, grow and move to. Simply, it is an economic development plan for the new economy.

Immediately after its adoption, teams of community Champions and City staff launched into action to organize, strategize, create, implement and support initiatives identified to help achieve the shared vision. In January 2012, the first Riverside Quality of Life Index report was published that provides "a truthful, asset-based examination of what is working and what needs working on as we strive for a better quality of life." The overall scores were positive, demonstrating a high level of community pride and notable strides in areas that had previously been identified as "of high concern". However, room for improvement still exists in significant aspects that are critical in achieving the future we desire.

Riverside's Quality of Life Index is helpful for our planning if we consider projects aligned within the four aspects of the Seizing Our Destiny vision:

- Intelligent Growth: Economics, People, Sustainability and Transportation
- Catalyst for Innovation: Discovery, Technology, Education and Connection
- Location of Choice: Public Health, Recreation, Culture and Neighborhood
- Unified City: Giving, Diversity, Engagement and Pride

Riverside is so fortunate to have the support and partnership of dedicated civic leaders, businesses, community members and business service organizations, but the City must take an active leadership role in economic development in order to achieve the quality of life described in Seizing Our Destiny. Outlined over the next four pages are several 12-month goals for the City of Riverside to help improve each of the four aspects described above. Strong leadership by the City Manager's Office, along with the support of several significant departments, will be required as these goals are meant to be inclusive, aggressive, forward-looking and most of all – impactful.

### *Note:*

*The "Five Desired Industries" that are often referred to in the Action Plan are:*

- Professional Services (includes engineering, architects, etc)
- High Technology (includes "green")
- Advanced Manufacturing
- Legal, Finance, Insurance & Management
- Health Care & Medical Services

*It should be noted that sought-after retail has also been included in this action plan as it was identified as a high priority in the community survey that was conducted as part of the Riverside Quality of Life Index report.*



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# Economic Development Action Plan

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## Intelligent Growth

Riverside embraces economic growth and directs it so it maintains and improves our already outstanding quality of life. This includes growing the economy, raising the standard of living and managing a growing population. Our community uses land and repurposes historic structures to provide excellent jobs, support businesses, and steward our heritage and natural beauty. We maximize our position as the gateway to the United States and the world through trade and transportation networks.

The following goals help further the community's vision to be an Innovative Economy:

Intelligent Growth 12-Month Goals		
IG-1	Create an Office of Economic Development to be led by Assistant City Manager and include economic development and marketing staff so that the community knows this is a top priority of our City	City Manager
IG-2	Form an Economic Development Cabinet to include key City staff from departments that play a significant role in economic development projects	City Manager
IG-3	Expand and refine incentive programs for both business recruitment and retention/expansion purposes (list of currently available incentives is attached - Appendix A)	City Manager, Economic Development Cabinet
IG-4	Create a menu of incentives and templates so that a customized incentive offer can be made to each prospect (for recruitment and retention/expansion)	Office of Economic Development
IG-5	Help fill 500,000 square feet of currently vacant available commercial space	Office of Economic Development, RPU
IG-6	Design and implement the "Business First" Program: an inter-disciplinary team who will shepherd a new business through the permitting process from beginning to end, to be led by a point person from the Office of Economic Development	Office of Economic Development, Community Development, Public Works, RPU
IG-7	Visit 250 brokers outside of Riverside (including restaurants), 20 of which we will bring to Riverside for an in-depth introduction to our community	Office of Economic Development, RPU
IG-8	Make at least 2000 face-to-face business contacts and at least 9200 via email and/or letter	Office of Economic Development, RPU
IG-9	To increase interest in Riverside, create a specific event for restaurant brokers, owners and operators to introduce them to, and/or update them on, the opportunities in Downtown	Office of Economic Development, Development
IG-10	Develop an "economic snapshot" on a regular basis to provide benchmarking and data trending for program analysis and monitoring	Office of Economic Development





City of Arts & Innovation

# Economic Development Action Plan

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## Catalyst for Innovation

Our community leaders collaborate to address issues, which lead to more inventive and multi-disciplinary approaches. The people and educational institutions of Riverside cultivate and support useful and beneficial ideas, research, products, scholars, businesspeople, artists, etc. Creativity and innovation permeate all that we do, which makes our community a trendsetter for the region, California, and the world to follow.

The following goals help further the community's vision to be a Catalyst for Innovation:

Catalyst for Innovation 12-Month Goals		Lead, Partners
CI-1	Complete an amendment to the Downtown Specific Plan by December 31, 2012 to better facilitate the creation of an atmosphere that attracts arts, retail and entertainment uses in the Downtown	Community Development, Office of Economic Development, Public Works
CI-2	Enhance the office of the technology ombudsman to provide greater connection to the high tech sector, including Innovation Economy Initiative, SmartRiverside, the CEO Technology Forum and our local incubator programs	Office of Economic Development, Information Technology
CI-3	Expand technology to 1200 families through SmartRiverside's Digital Inclusion program	Information Technology
CI-4	Work with AQMD in an effort to expand the alternative fuel vehicle rebate program (which currently offers incentives to residents for the purchase of clean and green vehicles), to help businesses purchase electric trucks in lieu of traditional diesel and gasoline vehicles used for deliveries and other goods movement within Riverside; the idea has been discussed in concept with AQMD and they are fully supportive of working to develop such a program	Public Works



City of Arts & Innovation

# Economic Development Action Plan

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## Location of Choice

An unmatched landscape, year-round outdoor activities, ample recreational options and attention to healthy living make Riverside one of the most inspiring, livable, healthy and adventurous cities to live in or visit. Our community provides an abundance of opportunities to be amazed, inspired and entertained, including: arts and cultural offerings; well-defined, welcoming neighborhoods; well-paying jobs in strong companies; and diverse education. Our central location means we are within 60 minutes of the beach, snow, Los Angeles and Orange Counties, Palm Springs, apple picking, horseback riding, backpacking, mountain biking and more.

The following goals help further the community's vision to be a Location of Choice:

Location of Choice 12-Month Goals		
LC-1	Promote SmartRiverside's Digital Inclusion program and celebrate the impact it's having on our students, such as helping to increase test scores by ensuring all families have access to a computer	Information Technology
LC-2	Complete a new Tourism and Trade Show Plan (e.g. attracting more sporting events/tournaments to Riverside)	Office of Economic Development
LC-3	Increase arts and tourism opportunities in Downtown by completing the Municipal Auditorium renovation, RCC School of Arts Phase I, Hyatt Place Hotel and the Fox Entertainment Plaza (Black Box and Exhibit Hall)	Development, General Services
LC-4	Develop a plan to celebrate the 20 <sup>th</sup> anniversary of the Festival of Lights in 2012 by expanding its role as Riverside's signature event.	City Manager, Arts & Cultural Affairs, RPU
LC-5	Generate 5 million local, regional, national and international media impressions (instances that audiences see, hear or watch Riverside advertising and/or PR material)	Office of Economic Development, RPU
LC-6	Host or sponsor a bus tour that brings brokers, tenant reps and site-selectors to Riverside	Office of Economic Development, RPU
LC-7	Work with Sister Cities for economic development leads; follow-up with at least three of the business opportunities identified through these relationships and visits	Office of Economic Development
LC-8	Continue to seek out best practices to ensure that the City is following effective and efficient economic development practices, to include a site visit to Pasadena in October 2012	Office of Economic Development



City of Arts & Innovation

# Economic Development Action Plan

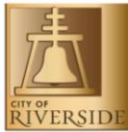
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## Unified City

People are brought together around common interests and concerns, while the unique character of Riverside's neighborhoods and diverse communities are celebrated and valued. We are a caring community that has compassion for all of its inhabitants, and engages with one another for a better life for all. The long-standing diversity of the City provides a comfortable home for people from all backgrounds, cultures and interests – Riverside is a city for everyone and by everyone. Riversiders respect and value the cultural heritage, distinct needs and varied input of each of our neighbors, while proactively engaging them across historical dividing lines.

The following goals help further the community's vision to be a Unified City:

Unified City 12-Month Goals		Lead, Partners
UC-1	Launch a new economic development-specific website that includes an easy-to-navigate list of resources for current businesses, as well as resources for start-ups/entrepreneurs and businesses considering relocating to Riverside; track hits to measure progress	Office of Economic Development
UC-2	Through partnerships with school districts, promote our educational institutions achievements as their success has a direct impact on the community's economic success; e.g. Riverside schools are technologically-advanced	Information Technology, Office of Economic Development
UC-3	Organize a coordinated public-private-education discussion to collaboratively strategize ways to better share successes and existing resources	Office of Economic Development, Education Roundtable
UC-4	Energize every City employee about economic development and their role on the "team"	City Manager
UC-5	Formalize a business-to-business plan that provides new companies with introductions to other businesses in the City that could be potential suppliers, vendors or contractors, increasing the multiplier impact of new business	Office of Economic Development



City of Arts & Innovation

# Economic Development Action Plan

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## Looking Ahead

As with any action plan, it will be critical to monitor our progress and measure our success; we will do this on an on-going basis and as we report back and strategize future Action Plans. Ultimately, it is the goal to see scores reported in Riverside's Quality of Life Index increase across all aspects of the vision. However, beyond the 2012 goals several longer-term efforts have also been identified. These require more planning, and in some cases, additional funding to implement. These include:

- Create opportunities for new developments (e.g. Riverside Golf Course)
- Continue to invest in infrastructure
- Implement a Neighborhood Renaissance
- Determine how we want Riverside portrayed and market our niche - "Solar Valley"?; "Innovation Hub"?; "Emerald City"?...
- Invest in marketing Riverside, particularly at all gateways/entries into the city

A twelve-month update will be provided to the City Council detailing the progress and success of the 2012 Action Plan, as well as recommendations moving forward.



City of Arts & Innovation

# Economic Development Action Plan

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## Strategic Partners

The City of Riverside Economic Development Action Plan relies on several strategic partners in the area that provide services, products and support to our businesses, employees and entrepreneurs. Some of these institutions and organizations include:

African American Chamber of Commerce  
Business Development Association of the Inland Empire (BDA/IE)  
Cal State University, San Bernardino (CSUSB)  
California Baptist University (CBU)  
California Employment Development Department (CA EDD)  
California Manufacturing Technology Consulting (CMTCC)  
Center for Environmental Research & Technology (Ce-Cert)  
CEO Technology Forum  
Community Development Corporations (CDC's)  
Community Development Finance Institutions (CDFI's)  
Corporate Real Estate Executives Network (Corenet)  
Export-Import Bank (Ex-Im Bank)  
Governor's Office of Business & Economic Development (GO-Biz)  
Greater Riverside Chambers of Commerce (GRCC)  
Greater Riverside Hispanic Chamber of Commerce (GRHCC)  
Inland Empire Asian Business Association  
Inland Empire Center for Entrepreneurship (IECE)  
Inland Empire Small Business Development Center (IE-SBDC)  
Inland Empire Women's Business Center  
Innovation Economy Corporation  
International Trade Administration  
La Sierra University (LSU)  
March Joint Powers Authority (JPA)  
Minority Business Development Center (MBDC)  
National Association of Industrial & Office Properties (NAIOP)

Riverside Area School Districts:  
Riverside Unified School District (RUSD)  
Alvord Unified School District (AUSD)  
Riverside County Office of Education (RCOE)  
Riverside Business Improvement Districts (BIDs):  
Arlington Business Partnership (ABP) &  
Riverside Downtown Partnership (RDP)  
Riverside City College (RCC)  
Riverside County Economic Development Authority (EDA)  
Riverside County Office of Foreign Trade  
Riverside County Workforce Development Board  
San Diego/Riverside iHub  
Service Corps of Retired Executives (SCORE)  
Sister Cities  
Small Business Administration (SBA)  
SmartRiverside  
Smooth Transitions  
Southern California Gas Company  
Southern California Research Initiative for Solar Energy (SC Rise)  
Team California  
Tech Coast Angels (TCA)  
The Raincross Group  
TriTech Small Business Development Center (TriTech SBDC)  
University of California, Riverside (UCR)  
Western Municipal Water District (WMWD)  
Western Riverside Council of Governments (WRCOG)  
*\* Other City and County Offices in the Region*